The USO strengthens America’s military service members by keeping them connected to **FAMILY, HOME** and **COUNTRY**, throughout their service to the nation.
## Consolidated Statement of Financial Position, December 31, 2015 (in thousands)

<table>
<thead>
<tr>
<th>ASSETS</th>
<th>Liabilities</th>
<th>10,604</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cash and cash equivalents</td>
<td>Unrestricted</td>
<td>89,777</td>
</tr>
<tr>
<td>Receivables, net</td>
<td>Temporarily restricted</td>
<td>28,482</td>
</tr>
<tr>
<td>Inventory, prepaid expenses and other assets</td>
<td>Permanently restricted</td>
<td>25,598</td>
</tr>
<tr>
<td>Investments</td>
<td>Total Net Assets</td>
<td>143,857</td>
</tr>
<tr>
<td>Fixed Assets, net</td>
<td>Total Liabilities and Net Assets</td>
<td>154,461</td>
</tr>
<tr>
<td><strong>Total Assets</strong></td>
<td></td>
<td>154,461</td>
</tr>
</tbody>
</table>

## Consolidated Statement of Activities and Changes in Net Assets, year ended December 31, 2015 (in thousands)

<table>
<thead>
<tr>
<th>SUPPORT AND REVENUE</th>
<th>Unrestricted</th>
<th>Temporarily Restricted</th>
<th>Permanently restricted</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Contributions and grants</td>
<td>106,891</td>
<td>7,923</td>
<td>—</td>
<td>114,814</td>
</tr>
<tr>
<td>Contributed materials, facilities and services</td>
<td>84,066</td>
<td>1,066</td>
<td>—</td>
<td>85,132</td>
</tr>
<tr>
<td>USO center revenue</td>
<td>4,736</td>
<td>—</td>
<td>—</td>
<td>4,736</td>
</tr>
<tr>
<td>Investment and other income</td>
<td>(799)</td>
<td>(942)</td>
<td>—</td>
<td>(1,741)</td>
</tr>
<tr>
<td>Net assets released from restriction</td>
<td>9,405</td>
<td>(9,405)</td>
<td>—</td>
<td>—</td>
</tr>
<tr>
<td><strong>Total support and revenue</strong></td>
<td>204,299</td>
<td>(1,358)</td>
<td>—</td>
<td>202,941</td>
</tr>
</tbody>
</table>

## OPERATING AND SUPPORTING EXPENSES

### Program Services

<table>
<thead>
<tr>
<th></th>
<th>Unrestricted</th>
<th>Temporarily Restricted</th>
<th>Permanently restricted</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>USO Centers</td>
<td>36,708</td>
<td>—</td>
<td>—</td>
<td>36,708</td>
</tr>
<tr>
<td>Programs</td>
<td>12,518</td>
<td>—</td>
<td>—</td>
<td>12,518</td>
</tr>
<tr>
<td>Contributed materials, facilities and services</td>
<td>84,679</td>
<td>—</td>
<td>—</td>
<td>84,679</td>
</tr>
<tr>
<td>Entertainment</td>
<td>8,346</td>
<td>—</td>
<td>—</td>
<td>8,346</td>
</tr>
<tr>
<td>Communications and public awareness outreach</td>
<td>17,483</td>
<td>—</td>
<td>—</td>
<td>17,483</td>
</tr>
<tr>
<td><strong>Total Program Services</strong></td>
<td>159,734</td>
<td>—</td>
<td>—</td>
<td>159,734</td>
</tr>
</tbody>
</table>

### Supporting services

<table>
<thead>
<tr>
<th></th>
<th>Unrestricted</th>
<th>Temporarily Restricted</th>
<th>Permanently restricted</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Fundraising</td>
<td>23,071</td>
<td>—</td>
<td>—</td>
<td>23,071</td>
</tr>
<tr>
<td>Management and general</td>
<td>15,473</td>
<td>—</td>
<td>—</td>
<td>15,473</td>
</tr>
<tr>
<td>Contributed materials, facilities and services</td>
<td>216</td>
<td>—</td>
<td>—</td>
<td>216</td>
</tr>
<tr>
<td><strong>Total Operating and Supporting Expenses</strong></td>
<td>198,493</td>
<td>—</td>
<td>—</td>
<td>198,493</td>
</tr>
<tr>
<td><strong>Change in Net Assets</strong></td>
<td>5,805</td>
<td>(1,358)</td>
<td>—</td>
<td>4,447</td>
</tr>
<tr>
<td><strong>Net Assets, beginning of year</strong></td>
<td>83,972</td>
<td>29,840</td>
<td>25,598</td>
<td>139,410</td>
</tr>
<tr>
<td><strong>Net Assets, end of year</strong></td>
<td>89,777</td>
<td>28,482</td>
<td>25,598</td>
<td>143,857</td>
</tr>
</tbody>
</table>
OUR PARTNERS

PRESIDENT’S CIRCLE
Commitment to our mission and donations of $1,000,000 or more per year.

CLARK CONSTRUCTION
Johnston & Johnson
Kroger

FOUR-STAR PARTNERS
Contributions of $500,000 or more in either cash or budget-relieving in-kind per year.

BiC
ConAgra Foods
Denver International Airport
FedEx

GEICO Military
JCPenney
Lockheed Martin
Microsoft

P&G
Starbucks
TKS
The Wawa Foundation
USO
## USO DONORS

The following contributors made cash pledge or in-kind gifts to the USO:

<table>
<thead>
<tr>
<th>$1,000,000 +</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Mr. A. James Clark</td>
<td>Johnson &amp; Johnson</td>
</tr>
<tr>
<td>AT&amp;T Inc.</td>
<td>The Kroger Co.</td>
</tr>
<tr>
<td>BNSF Railway Foundation</td>
<td>NFL</td>
</tr>
<tr>
<td>The Coca-Cola Company</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>$500,000 - $999,999</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Anonymous (9)</td>
<td>Lockheed Martin Corporation</td>
</tr>
<tr>
<td>BIC</td>
<td>Microsoft</td>
</tr>
<tr>
<td>ConAgra Foods, Inc.</td>
<td>The Procter &amp; Gamble Company</td>
</tr>
<tr>
<td>Denver International Airport</td>
<td>Starbucks Coffee Company</td>
</tr>
<tr>
<td>FedEx Services</td>
<td>TKS Telepost Kabel Service Kaiserslautern</td>
</tr>
<tr>
<td>GEICO</td>
<td>Wawa Foundation</td>
</tr>
<tr>
<td>J.C. Penney Company, Inc.</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>$250,000 - $499,999</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Almay</td>
<td>Harris Teeter, Inc.</td>
</tr>
<tr>
<td>Altria Group</td>
<td>Manhattan Guam Inc. dba Royal Orchid Guam Hotel</td>
</tr>
<tr>
<td>Boston Celtics Shamrock Foundation</td>
<td>Donald B. Murray</td>
</tr>
<tr>
<td>Fiat Chrysler Automobile Foundation</td>
<td>The Walt Disney Company</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>$100,000 - $249,999</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>American Airlines</td>
<td>Military Bowl</td>
</tr>
<tr>
<td>Bass Pro Shops</td>
<td>New Balance</td>
</tr>
<tr>
<td>Chevron</td>
<td>NewDay USA</td>
</tr>
<tr>
<td>Columbia Metropolitan Airport</td>
<td>Northrop Grumman Corporation</td>
</tr>
<tr>
<td>Cornelia T. Bailey Foundation</td>
<td>Oldcastle Architectural - Belgard Hardscapes</td>
</tr>
<tr>
<td>Cracker Barrel Old Country Store, Inc.</td>
<td>Panera Bread</td>
</tr>
<tr>
<td>Deloitte</td>
<td>The Paradies Shops</td>
</tr>
<tr>
<td>Dover International Speedway</td>
<td>City of Phoenix Center lease</td>
</tr>
<tr>
<td>Thomas A. Ellison</td>
<td>Pritzker Military Museum &amp; Library</td>
</tr>
<tr>
<td>FirstLight Federal Credit Union</td>
<td>Prudential</td>
</tr>
<tr>
<td>Fluor Foundation</td>
<td>David A. Pyle</td>
</tr>
<tr>
<td>Gary Sinise Foundation</td>
<td>Soldiers’ Angels</td>
</tr>
<tr>
<td>The Grainger Foundation</td>
<td>Sony Computer Entertainment America</td>
</tr>
<tr>
<td>Grand Canyon University</td>
<td>Stop &amp; Shop New England Division</td>
</tr>
<tr>
<td>Great American Wine Company</td>
<td>Colonial Pipeline</td>
</tr>
<tr>
<td>Grifols</td>
<td>Toys “R” Us, Inc.</td>
</tr>
<tr>
<td>Houston Inner Loop Photo Club</td>
<td>United Way of San Antonio and Bexar County</td>
</tr>
<tr>
<td>Indian Motorcycle International, LLC</td>
<td>United Airlines</td>
</tr>
<tr>
<td>Mediatti Broadband Communications</td>
<td></td>
</tr>
</tbody>
</table>
### $50,000 - $99,999

- 5 Star Media Group
- A. P. Kirby, Jr. Foundation, Inc.
- Bacardi U.S.A., Inc.
- Dr. Walter Berg
- BlackRock
- Myrna L. Bowlin
- Buffalo Wild Wings
- Chief Wiggles - Operation Give
- ClearChannel Airports
- J.D. and Kristin Crouch
- Diana Davis Spencer Foundation
- Engelstad Family Foundation
- Entertainment Retail Enterprises, LLC
- Fluor Corporation
- FTD.com, Inc.
- Mary L. Gerold
- Harry & David
- Hawaii Community Fund Grant
- HMS Host
- Homewood Suites by Hilton
- Houston Airport System
- Houston Texans & JJ Watt
- Hudson Group
- Huntington Ingalls Industries
- Interbake Foods
- Robin and Terry Lineberger
- MillerCoors
- Naval Air Station Pensacola
- New England Revolution
- City of Phoenix Parking
- Jean and David Rosenblum
- The Salt River Pima-Maricopa Indian Community
- City of San Antonio
- John D. Schnabel
- Mr. and Mrs. Frederick B. Stark
- USAA
- Verizon Wireless
- Walmart
- Weber-Stephen Products
- West Coast Novelty Group
- Sidney White
- Yokota Foundation

### $25,000 - $49,999

- 7-Eleven, Inc.
- Activision Blizzard, Inc.
- AdvantiPro GmbH
- AIU Insurance Co.
- Americable
- Ampco
- ARCHWAY INCORPORATED (dba Infusion Coffee & Tea; I❤GUAM)
- Arizona Community Foundation
- Arizona Diamondbacks Foundation (Randy Johnson)
- Armed Forces Families Foundation Inc.
- Michael and Diane Beemer
- The Bennett Family Charitable Fund
- Bigelow Tea Company
- BIGS Sunflower Seeds
- Boy Scouts of America, Del-Mar-Va Council
- Geoffrey Brewster
- CARRE Foundation
- Casa Ford Lincoln
- China Garden Restaurant
- Churrasco Brazilian BBQ & Salad Bar
- Chrysler Group LLC
- Clark County, Nevada
- Costco
- Cove Meadows Management Corp
- Destin-Ft. Walton Beach Airport
- DFW Airport
- Direct Energy
- Domino's Pizza
- El Paso International Airport
- El Pomar Foundation
- Fort Hood Real Property
- Kent Foster
- Benjamin T. Frana
- Freedom Honda of Colorado Springs
- Fry’s Food Stores of Arizona
- Gilead Sciences, Inc.
- Gila River Indian Community
- Girl Scouts of the Chesapeake Bay Council
- Gooding & Company Inc.
- The Gordon A. Cain Foundation
- Grotto Pizza
- GTA
- Eric and Tamara Gustavson
- Robert P. Harrell
- H-E-B
- Houston Texans Foundation via FMC Technologies
- Hudson News
- Interbake Foods
- James Corlew Chevrolet
- Caren and Tom Kilgore
- King Soopers
- Ms. Monica M. Krick
- KT Agency Music IT
- Landenberger Family Foundation
- LMI
- Lockheed Martin Missiles and Fire Control
- Lowe’s Companies, Inc.
- McAngus Goudelock & Courie, LLC
- David McCormick
- MEDITECH
- National Football League
- Operation Write Home
- ORIX Foundation
- Our Troops Online
- Pacific Daily News
- Papa John’s Pizza
- Pensacola International Airport
- Phi Gamma Delta Fraternity - National Office
- Phil Long Audi
- The Pine River Foundation
- Rita’s on the River
- RSL Contractors
Rugged Races LLC
San Antonio International Airport
Sanderson Farms, Inc.
Sanofi
The Schwan Food Company
Service Credit Union
Shirley A. Carberry Trust

Kevin and Judy Sims
Southwest Convenience Stores, LLC
Spurs Sports and Entertainment
Texas Road House
Theta Chi National Fraternity
Triple J Enterprises, Inc.
United Airlines, Inc.

$10,000 - $24,999
21st Century Fox
ACOSTA
Agility Defense & Government Services
AIG Europe
Airport Management Services
The Airpower Foundation
Aksel Nielsen Foundation
Aleppo Shriners
Edwin L. Allender
Aloha Harvest
American Engineering Corporation
American Red Cross
AmeriCU Credit Union
Amite County Schools
Anthem, Inc.
Athena Charitable Foundation
Austin Peay State University
Bandimere Speedeway
Bank of Hawaii
Nancy Bartlett
Julia C. Baxter
The Benjamin F. Brady Charitable Foundation
Lan and Mark Beyster
Billabong
Lesa Blackford
Bradford Blalock
The Bochnowski Family Foundation
Boeing
Daniel L. Bolger
David W. Brooks
C. Scott and Dorothy E. Watkins Charitable Foundation
Capella University
Carthage Area Hospital
Cascade Foundation
Tom Chadwell
The Charity Ball Association
Chevron Humankind Matching Gift Program

Gerald Cimino
Clark County Firefighters
The Conestoga Road Foundation
ConocoPhillips
Cookie Corner
Steve and Trisha Cross
Robert D’Alelio
Dallas Rotary Club Foundation
Dick and Beverly Davis
Fred Day
Richard P. Del Bello
Delta Air Lines
Nicholas J. and Patricia DeNovio
Dibner Charitable Trust of Massachusetts
Lawrence Dolan
Dollar General
Dominion Foundation
Matthew and Suzanne Donohoe
Mary Dorsey
Douglas And Carol Skanse Foundation
DPW Utilities Office
DRS Technologies
David A. Duff
Duff Family Coal Fund
Dunkin’ Brands, Inc.
The DuPage Community Foundation
Dye Family Foundation
Earthwise
John and Nancy Edwards
El Chico
eps infrastructure and service GmbH
Eric Gibbons
ESPN, Inc.
Eurpac Service, Inc.
Express Scripts
LeeAnn Farrell
Blair A. Farwell

United Healthcare Military & Veterans
Volvo International Customer Sales
Mr. and Mrs. Christopher J. Weiler
WLA, Inc.
Zalec Familian and Lilian Levinson Foundation

Herbert D. Feldheim
Mark R. Fleisher
Ford Motor Company
Mr. Donald E. Friese
Fuccillo Automotive Group
Kevin Gaghan
Jan Gamboa
Craig Gantner
GE Aviation
GE Foundation
Donetta George
Girl Scouts of Southwest Texas
The Goodnow Fund
Rick Greene
Guam Naval Officers’ Spouses’ Connection (GNOSC)
Guam Sports Events
Guilford Foundation
Halfaker and Associates
Erica Harris
Houston H. Harte
Chad M. Hartman and Mindi B. Kiger
Hartman
Heitman LLC
Helga Haub
Joe Hess
Marilyn A. Hewson
Mr. Donald Hinson
Hicks for Heroes
E. W. Holden
Honey Baked Ham Japan
Jo Hopper
Huck Finn’s Catfish Restaurant
Hugoton Foundation
Hulme Orthodontics
Hunt Family Foundation
Hunter Communications
Hyatt Hotels  
Innomed, Inc.  
Inventure Foods  
IP Casino Resort & Spa  
J.C. Penney  
J. M. A Solutions  
Jewish War Veterans, Post #65  
Joe Myers Ford  
Michael D. Johnson  
Kelly Moore Paint Company Inc.  
Ian Kennedy  
KIDS  
Kimberly-Clark Corporation  
Nancy and Chris King  
Koridoor Tours  
Kathryn Krause  
Kristen Distributing  
Douglas Le Bon  
LendLease  
The Leslie Peter Foundation  
LMI  
Mr. Park L. Loughlin  
LSG Sky Chefs  
Luna Gourmet Coffee & Tea, LLC  
Steven L. Malavarca  
Margaret H. and James E. Kelley Foundation  
Marriott International, Inc.  
John W. Mason  
Matson Navigation  
Ms. Edna J. McDadoo  
Greg McKenna  
Michael W. Michelson  
MIGHT&MAIN Corp.  
Monster Energy Company  
Joseph C. Morris  
General and Mrs. Richard B. Myers, USAF (Ret.)  
National Basketball Association (NBA)  
National Philanthropic Trust  
Steve Newman  
North Texas Square Dance Association  
NV Energy Foundation  
Odwalla Inc.  
Alexander J. Ogg  
Terry O’Halloran  
Operation Homefront  
Outlook Financial Group  
Overseas Military Sales Corporation  
The Pantry, Inc./Kangaroo Express  
Parrothead Club of Arizona  
PBHP, Inc.  
James R. Peltier  
Perkins  
David Perkins  
Donald E. Pierce  
Planet Technologies  
Poongsan Corporation  
Douglas I. Pruessing  
Randolph Brooks Federal Credit Union  
Raytheon Company  
Rehouse Corporation  
Susan and Edward Reilly  
John D. Remick  
Rettig Foundation Trust  
Rio Rio Cantina  
Robert and Alice Bridges Foundation  
Mr. Bernie Rogoff  
Rosenfeld Family Charitable Foundation Trust  
Rossi Family Foundation  
Rudy’s Country Store and Bar B Q  
Sam Hornish Jr. Foundation  
Schaller Corp.  
Loretta M. Scherer  
Schoen Foundation  
John F. Schreck  
Security Service Federal Credit Union  
William L. Selden Fund  
Seoul Samsung Thunders Basketball Team  
Sewell Automotive Companies  
Eileen Shapiro and Reuben Eaves  
John M. Simpson Charitable Fund  
Marv M. Snow  
Southwest Airlines  
Christopher Spathelf  
St. Martin’s Episcopal Church  
Steve & Lenore Newman Family Foundation  
Strake Foundation  
Dorothy Stumbo  
Summut Family Foundation  
Support Sky Harbor Coalition  
Sutter Health  
Terry O’Halloran  
Mario R. Thiem  
Tigua Inc.  
Toby and Michelle Seay Family Fund  
Union Pacific  
Universal Television LLC  
USO Council of Georgia, Inc.  
Veterans United  
Walt Disney Company Foundation  
WasteMasters  
WDI Japan (Hard Rocke Café)  
Candace C. Weeks  
Chip & Daryl Weil  
Alfred and Connie Weissman Family Foundation, INC.  
Weldy Enterprises, Inc.  
WellPoint Military Care  
Linda and Peter Werner  
Whataburger  
Mr. Kori White  
Mr. and Mrs. Daniel and Kaija White  
Mr. and Mrs. Stephen R. Wilson  
Winchell’s Donut House Guam  
Jane Wissler  
Karen B. Wright  
Wynn Las Vegas

1941 LEGACY SOCIETY

Victoria Conway  
Ann L. Cooke  
Michael P. and Janice K. Emmert  
Debra S. Hamilton Regottaz  
Chad M. Hartman and Mindi B. Kiger Hartman  
Joan E. Hekimian  
Mark J. Henderson  
William J. Krenlich  
Lenore M. Matta  
Jean and David Rosenblum